December 2021

GLINT a part of LinkedIn

Employee Well-Being Report

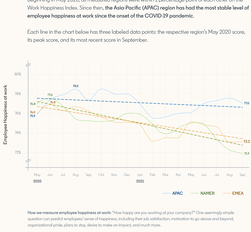
Data-driven insights into people's happiness and success at work

Once a quarter, the LinkedIn People Science team does a deep dive into our global employee engagement and workforce data to better understand how organizations can help employees be happy and successful at work.

Employee Happiness at Work

Yearly change

Employee happiness at work **fell 3.5%** from 12 months ago.



Asia-Pacific happier than other regions

Beginning in May 2020, all measured regions were within 1 percentage point of each other on the Work Happiness Index. Since then, **the Asia-Pacific (APAC) region has had the most stable level of employee happiness at work since the onset of the COVID-19 pandemic.**

Each line in the chart below has three labeled data points: the respective region's May 2020 score, its peak score, and its most recent score in September.

How we measure employee happiness at work: "How happy are you working at your company?" One seemingly simple question can predict employees' sense of happiness including their job satisfaction, motivation to go above and beyond, organizational pride, plans to stay, desire to make an impact, and much more.

In our years of data collection and analysis, we have found that employee happiness is a precursor to business success.

What LinkedIn Asia-Pacific Head of People Science Michelle Hancic says:

While APAC is extremely heterogeneous, if you look at the region together, it appears that employees in the more **collectivist countries** (like China, Singapore, and Japan) felt good COVID-19 response measures were largely in place. And the more **individualistic countries** (such as Australia) simply had fewer COVID cases.

People in many of the more collectivist cultures tend to more easily comply with rules protecting "the greater good," and they also tend to have strong social support structures. Social support within and outside of work is key to overall levels of happiness and well-being—and that is likely to have become even more important during COVID. Feeling that **we are all in this together** and that **my manager and colleagues genuinely care for my well-being** is crucial in building a sense of belonging and happiness at work.

As the pandemic progressed, employees' acknowledgment of burnout, the need for time to refresh, and the importance of flexing work schedules meant that **employees were more likely to feel a sense of gratitude** for their employment and their employer during this time.

Finally, governments in countries such as Australia, New Zealand and Japan were quick to provide an array of **stimulus packages early and throughout the pandemic** to keep people in employment and support those who had lost their jobs. These initiatives not only helped to alleviate financial pressures for families where a member of the household had lost their job, but also kept much of the population working.

The Great Reshuffle: Care Emerges as a Top Employee Engagement Driver

Care matters more than ever

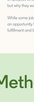
Employees place a higher value on feeling cared for at work than they did before the COVID-19 pandemic.

Employees who feel cared for at work are:

3.2x more likely to be happy at work.
This likelihood has increased by 35% since the onset of the pandemic.

3.7x more likely to recommend working for their company.
This likelihood has increased by 49% since the onset of the pandemic.

What LinkedIn People Science Expert Craig Ramsay says:



Today's employees place a higher value on feeling cared for because that's exactly what they've needed during what has likely been one of the toughest times in their working lives. Studies show **feeling cared for buffers against stress, increases positive emotions, and promotes resilience.**

Broadly speaking, **feeling cared for means employees want to be viewed as people, not workers.** And they expect their organization to support the needs that emanate from their life experience, not just their work experience. Employees everywhere are reevaluating their professional goals in the context of the life they wish to lead, not just the career track they are on. This includes questioning when, where, how, and for whom they want to work.

Organizations can show they care for their employees by providing them with the **flexibility to choose when and where to work,** and treating them with **equity in all manners affecting work life.**

Managers can make the difference

Managers are stepping up when it comes to supporting employees' well-being—but leaders should take a close look at how their organization is doing for individual contributors.

85%
85% of employees say their manager supports their well-being.

2x
Compared to senior leaders, individual contributors are nearly 2x more likely to report a lack of manager support for their well-being.

What LinkedIn Senior People Science Consultant Gogi Anand says:

Employees must feel cared for by their organization—but, more specifically, by their managers. Individual contributors could be feeling less support from their managers for a variety of reasons. Those working on the front lines (in health care or customer service, for instance) could feel they're putting themselves at risk on a daily basis without much reward or recognition. In these work environments—but, really, everywhere—it's crucial for managers to operate with empathy and compassion. Organizations should ensure that **managers are consciously and regularly checking in on their team members' well-being.**

Traditional leaders and managers may feel threatened by this approach because it requires relinquishing "control" to include diverse employee perspectives. However, the reality is that **regularly listening to employees creates loyalty, commitment, and inclusion, and results in people feeling like they belong because they feel heard.** Managers and leaders who see value in this inclusive and agile approach can make a difference as to whether someone struggles or thrives, especially amidst change and uncertainty.

As we stabilize in this new world of work, we will continue to see changes operating quite differently. Those who learn to support and enable employees most effectively will be sought after as emerging leaders. And **leaders who empower managers with trust, resources, and development opportunities will see higher engagement and business success.**

The Great Reshuffle: Every organization is now rethinking how they work, their culture, and values. At the same time, all the employees who have learned to work differently over the past 18 months are rethinking not only how and where they work, but why they work.

While some jobs will be lost, and many others created, almost all will change, resulting in the Great Reshuffle. We see this as an opportunity for both individuals and organizations to create new frameworks and workplace norms that will lead to greater fulfillment and better business outcomes.

Methodology

The insights in this edition of the Employee Well-Being Report were sourced from a blend of Glint People Success Platform data and LinkedIn data. Engagement Insights were derived from millions of Glint survey responses from more than 900 organizations, and well-being insights were derived from self-reported data collected from a LinkedIn sample of 2,036 members during September 2021.

Visit **business.linkedin.com/glint/resources** for resources on how to support your employees.

Questions? Comments? Feedback? Feel free to reach out to any one of the report's authors: Kris Kitto, Eric Knudsen, Anne McGuire, or Greg Lewis.